DOCUMENT RESUME

ED 433 139 PS 027 862

AUTHOR Herman, Alexis M.
TITLE Meeting the Needs of Today's Workforce: Child Care Best Practices.
INSTITUTION Department of Labor, Washington, DC.
PUB DATE 1998-00-00
NOTE 37p.
PUB TYPE Guides - Non-Classroom (055) -- Reports - Descriptive (141)
EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS *Day Care; Day Care Centers; Early Childhood Education; *Employed Parents; *Employer Supported Day Care; Family Work Relationship; Fringe Benefits; Program Descriptions; School Age Day Care; Sick Child Care; Unions
IDENTIFIERS Child Care Needs; Department of Labor

ABSTRACT

Employers are increasingly recognizing that addressing their workers' child care needs is important and makes good business sense. However, many employers have not offered child care assistance because they lack good information on how to establish such programs effectively as well as on how such efforts can be beneficial. This report, highlighting the experiences of 40 employers who have instituted child care programs for their employees, can serve as a resource and a tool for employers seeking to initiate or expand family-friendly workplace policies. The report presents an overview of eight collaborative efforts to spotlight the importance of partnerships, including those between businesses and unions, in increasing employee access to child care assistance programs. Part 1 of the report describes resources available through the Department of Labor as well as the Department's own child care best practices. Part 2 shares the range of 40 child care best practices offered by a diverse group of employers across the country. Individual employers are highlighted as well as innovative business, union, and community partnerships. This section is divided according to the following areas: (1) on-site care; (2) back-up care; (3) school-age care; (4) sick child care; (5) non-standard hours care; (6) paid family leave; (7) resource and referrals; (8) child care discounts/reimbursements; (9) assistance for students, trainees, and low-wage workers; and (10) children in the workplace. The report concludes with a list of Department of Labor contacts for various regions of the nation. (KB)

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Child Care Best Practices

U.S. Department of Labor

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MEETING THE NEEDS OF TODAY'S WORKFORCE:

CHILD CARE BEST PRACTICES

U.S. Department of Labor
Alexis M. Herman, Secretary

1998

A MESSAGE TO AMERICA'S BUSINESSES

Today, millions of our nation's working parents struggle to meet their obligations to their jobs -- and their more important obligations to their families. Families across America are pressed to find child care that they can afford, trust and rely on.

Increasingly, employers are recognizing that many of their workers are also parents, and addressing their child care needs is important **and** makes good business sense. Both small and large employers throughout our country have crafted child care assistance programs to suit the needs of their employees. In addition, unions have had a long tradition of championing family-friendly policies for workers. Such benefits range from on-site child care centers and resource and referral programs to assistance with child care costs and flexible workplace policies. However, many more employers have not offered such child care assistance in part because they lack good information on how effectively to establish such programs as well as how such efforts can be beneficial.

This report, ***Meeting the Needs of Today's Workforce: Child Care Best Practices***, highlights forty employers that have instituted child care programs for their employees over the past few years. Their experiences serve as both a resource and a tool for other employers seeking to initiate or expand family-friendly workplace policies.

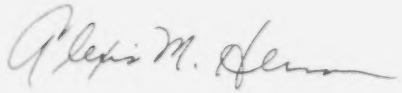
The U.S. Department of Labor is, in fact, the first employer highlighted in the report. The Department was the first federal agency to have an on-site day care center which today, enrolls eighty infants, toddlers and children; offers ongoing staff development and training; and depends upon an employee- and parent-led advisory board. In addition, as part of the President's historic Child Care Initiative, the Department of Labor is working to expand its nationally-recognized apprenticeship program to train child care professionals.

Many of the other employers included in the DOL Report are drawn from the ranks of the Women's Bureau's Working Women Count Honor Roll, a 1995-1997 Presidential initiative that called upon employers to make concrete changes to improve work for women and their families. As you will see, our call was heeded and many Honor Roll companies responded by developing exemplary child care programs that are truly important models for businesses. While readers may be familiar with the efforts of large establishments, initiatives from small and very small employers are included as well.

Meeting the Needs of Today's Workforce: Child Care Best Practices concludes with an overview of 8 collaborative efforts to spotlight the importance of partnerships in increasing employee access to child care assistance programs. Partnerships between businesses as well as between businesses and unions are highlighted. These recent programs add to the growing list of model programs and represent another strategy for business involvement in child care.

I am heartened by the promising efforts of businesses around the country to recognize and respond to the needs of employees who are doing their best to be good workers as well as good parents. The Department of Labor is committed to working with business and labor to encourage more such efforts and partnerships. We will facilitate dialogue between businesses that have established child care programs and those that are ready to try.

I hope that this information will be used by those businesses and others committed to family-friendly workplaces. It is the right step in the right direction.



Alexis M. Herman
Secretary of Labor

TABLE OF CONTENTS

A MESSAGE TO AMERICA'S BUSINESSES

INTRODUCTION 1

PART ONE: Department of Labor Child Care Models 3

- Focusing on Child Care Workers 3
- Serving as a Model Employer 4

PART TWO: Best Practices 5

- On-Site Care 6
- Back-up Care 9
- School-Age Care 11
- Sick Child Care 13
- Non-Standard Hours Care 14
- Paid Family Leave 16
- Resource and Referrals 18
- Child Care Discounts/Reimbursements 18
- Assistance for Students/Trainees/Low Wage Workers 22
- Children in the Workplace 24
- Collaborations 25

U.S. DEPARTMENT OF LABOR CONTACT INFORMATION 31

INTRODUCTION

Child care is more important than ever to today's economy and today's workers. With more families relying on two incomes and more single-parent families, an increasing number of families rely on child care for some part of their children's day. According to the Bureau of Labor Statistics, in 1997, 29.1 million U.S. families, or 41 percent, had children under the age of 14. In more than half of these families, either both parents worked (14.6 million) or the family was headed by a single working woman (4.7 million). More than 60 percent of mothers of children under age 6 are in the workforce.

As First Lady Hillary Rodham Clinton said at the October 23, 1997 White House Conference on Child Care, and as millions of Americans know from personal experience, the difficulties parents have with child care arrangements can have a direct effect on their performance at work. "Businesses need to recognize that this is among the major concerns on their employees' minds, and that if people are going to be good workers, they shouldn't be distracted, worrying about who's taking care of their kids."

Meeting the Needs of Today's Workforce: Child Care Best Practices highlights innovative child care practices initiated by employers across the country to address the needs of working parents. Most of the businesses and organizations included in the report are members of the Women's Bureau's Working Women Count Honor Roll. The Honor Roll encouraged nearly 800 employers to launch efforts that help workers with child care and other pressing workplace concerns. Many Honor Roll members have gone beyond their initial commitments. The employers highlighted here are just a few of those who continue to offer exemplary programs in the area of child care.

While much attention has been given to the efforts of large corporations, this report reflects the diversity of employers providing child care innovations, including small, medium and large businesses; hospitals and training institutions; local governments, unions and non-profit organizations. The report also showcases the wide range of programs that have been developed -- from on-site child care to back-up and sick child care; from resource and referrals to allowing children at work; and from child care discounts, subsidies and reimbursements from employers to parental leave. While some employers have worked alone, others have partnered with outside organizations or formed business, union or community collaborations to pool resources so that together they may provide quality child care.

Employers are offering child care because it makes good economic sense to do so. They reported that their child care efforts have helped their business as well as their workers. For example:

- Trout-Blue Chelan, a Central Washington apple picking cooperative, opened an on-site child care center and experienced an increase in recruitment and retention of workers.

- Computer and Business Institute, a Missouri worker re-entry training institute, established flextime and watched its dropout rate fall.

- DuPont Company, the major Delaware-based corporation, surveyed its employees and learned that 80 percent would have missed work if not for its emergency/back-up care program.

Companies highlighted here reported improved recruitment, higher retention, better morale and lower absenteeism rates as some of the benefits of their child care programs.

Through this report, the Department of Labor hopes to encourage innovation by highlighting child care best practices:

- **PART ONE** describes resources available through the Department of Labor as well as the Department's own child care best practices. First, the DOL is working to expand nationwide the Bureau of Apprenticeship and Training's (BAT) successful West Virginia Child Care Apprenticeship Program, a model for improving the quality of child care providers and the accessibility of care. Second, the Department offers quality on-site child care to its workers.

- **PART TWO** shares the range of child care best practices offered by a diverse group of employers across the country. Individual employers are highlighted as well as innovative business, union and community collaborations.

The Labor Department hopes that this report will serve as a practical tool for employers interested in helping their workers and improving the bottom line. The businesses and organizations featured here have agreed to share their experiences with others who want to follow their examples.

PART ONE: DEPARTMENT OF LABOR CHILD CARE MODELS

The U.S. Department of Labor (DOL) is a resource on child care and other work/family issues. The Department's Women's Bureau has just established the "Ask Me About Child Care -- I Care!" page on its website (http://www.dol.gov/dol/wb), which provides current information and practical tools for employers and working families. Recent reports include: *Fact Sheet for Child Care Workers; What Works!: The Working Women Count Honor Roll Report; and Care Around the Clock: Developing Child Care Resources Before 9 and After 5* Report.

The Department also has developed its own child care models for communities and employers to consider.

Focusing on Child Care Workers

The Department of Labor is working to develop new and effective ways to improve the quality of child care by improving the skills of providers and increasing access to care. The DOL's Bureau of Apprenticeship and Training's (BAT) West Virginia office has taken a collaborative approach that we believe communities nationwide may be interested in replicating. The program has assembled and drawn upon a core team of educators, health professionals, parents and employers to assess the state of child care programs and to take immediate steps to improve the delivery of services.

The result is **BAT's West Virginia Child Care Development Specialist Registered Apprenticeship Program**, now a nationally-recognized model, which offers child care apprentices 4,000 hours of supervised on-the-job training and 300 hours of classroom instruction. The system has created a career ladder for child care providers, who earn their salaries while they are in the program and receive incremental wage increases as their skill, ability and knowledge increase. To date, 350 providers have graduated from the program and 550 apprentices are actively pursuing completion. Nearly 150 employers in 33 counties -- well over half of the counties in West Virginia -- are using the system, which continues to grow. Employers report almost no turnover among child care providers and providers remain highly satisfied with their careers.

Dr. Norma Gray, one of the developers of the curriculum and also Executive Director of River Valley Child Development Services said, "We had always provided as much training to staff as possible, but it was always piecemeal. With the apprenticeship, it is week after week of going to class and taking what you learned back to the children. That's where you see real differences in what's happening between adults and children in the classroom."

In October of 1997, Secretary Herman announced the signing of an agreement by BAT, the National Association of State and Territorial Apprenticeship Directors (NASTAD) and the Center for Career Development in Early Care and Education to build on West Virginia's success -- and the success of other programmatic models -- to implement Child Care Apprenticeship Programs on a national basis.

Serving as a Model Employer

Secretary Herman has made it a priority to make the Department -- and the Department of Labor Child Development Center (DOL CDC) -- models of how employers can help workers balance their work and family responsibilities.

The Child Development Center, established in 1968, was the first federal on-site day care center. Thirty years after its opening, DOL CDC is fully enrolled with 80 children in 7 classes -- Infant 1 through Pre-Kindergarten. The center is managed by Child World and is open from 7:30 am until 6:00 pm Monday through Friday. Rates are among the lowest in the federal sector, ranging from $161 per week for infant care to $120 per week for the Pre-K class. To help offset the cost of tuition, the DOL CDC Board of Directors, which includes parents, employees and union members, provides tuition assistance on a sliding scale based on need. In addition, the center offers a summer program for children up to age 10.

Center staff receive a range of career development services. For example, those who have been on the job for six months, can be reimbursed for the cost of obtaining their Child Development Associate (CDA) credential. The center offers a similar program for staff pursuing degrees in early childhood development who have been at the center for more than one year. In addition, staff receive on-going training.

Not only is it convenient for parents to have their children close by in a safe, well-run center; it is a tremendous morale booster for all Department of Labor employees to have children in the building. The Department also offers a flexible schedule for employees, enabling many parents to coordinate their start and finish times with the before- and after-school needs of their children.

PART TWO: BEST PRACTICES

Many employers recognize that they will need the best workforce possible to compete in today's global economy. They understand that an investment in relieving the stresses of employees is not just a nice thing to do -- it makes good business sense. It is a decision that helps them recruit from a much larger talent pool; retain committed and motivated workers; and be more creative and productive. It is, in fact, critical to their ability to succeed.

There are many excellent child care programs throughout the country, but we can only list a sampling. The following 40 best practices, most of which were launched through the Working Women Count Honor Roll, were selected to reflect the diversity of child care options available to employers of different sizes and compositions, regions and types (including businesses, local governments, unions, hospitals, etc). Other initiatives not listed here may be equally praiseworthy.

The organizations are divided into the following areas:

- On-Site Care
- Back-up Care
- School-Age Care
- Sick Child Care
- Non-Standard Hours Care
- Paid Family Leave
- Resource and Referrals
- Child Care Discounts/Reimbursements
- Assistance for Students/Trainees/Low-Wage Workers
- Children in the Workplace

This report concludes with a section showcasing business, union and community collaborations. By working together, pooling resources and ideas, these partnerships -- and others like them across the country -- have been providing employees with child care services that they might never have been able to offer alone.

Once a business takes that first step in the area of child care, it is often motivated to do more. On-site child care leads to school-age care; back-up care leads to summer camps and holiday programs; and so on. Hence, many of the employers highlighted here offer a range of benefits that overlap into several different categories.

ON-SITE CARE

Employees of businesses with on-site child care particularly enjoy having their children nearby. Parents appreciate the ability to commute with their children and are reassured to know they can drop by the centers any time. Many employees, both parents and non-parents, use lunch and break time to spend with the children. Employers often report that on-site care improves morale for all workers.

AlliedSignal, Inc.
101 Columbia Road
Morristown, NJ
Susan Hofman, Director,
EEO/AA and Human Resource
Services
973-455-2261

AlliedSignal, Inc. is a Fortune 100 advanced technology and manufacturing firm with 70,500 employees. In 1995, as its Honor Roll Program, the company opened its first on-site child development center at its Morristown headquarters, which accommodates 90 children and is subsidized on a sliding scale fee. The center provides full-time care for children up to age 6, part-time care for children up to age 12, and back-up care when other arrangements fall through. There is also a summer program, which is in such demand that it keeps expanding. Staff include 27 full-time and part-time teachers along with a full-time nurse assigned to the child care program.

The center was planned and implemented with the help of a child care company, Corporate Family Solutions, which conducted a feasibility study, focus groups and an employee survey. Once the center opened, AlliedSignal established an advisory Parent Board that continues to meet monthly.

AlliedSignal surveyed participating parents at the beginning of the child care program and again after one year to measure its impact on productivity. The results were dramatic. Lost work time had decreased by 89 percent. Parents said they were more focused at work and more productive. In addition, recent customer satisfaction ratings indicate a 4.8 out of 5.0, the highest internal customer satisfaction in the company. Company morale also has improved, even among workers who do not use the facility, and many new employees have told management that the center was part of their decision to join the company.

With the help of Corporate Family Solutions, AlliedSignal is now studying initiatives and alternatives for child care and dependent care at its facilities worldwide.

American Home Products Corporation
Five Giralda Farms
Madison, NJ 07940
Eileen Lach, Corporate Secretary
973-660-6138, x6073

In August of 1995, American Home Products (AHP) Corporation, a worldwide pharmaceutical and health care products company with 34,000 domestic employees, created a comprehensive, on-site child care center at its Madison, New Jersey corporate headquarters. The Child Development Center, built in conjunction with Corporate Family Solutions, has the capacity for 130 children and provides tuition assistance for those with family incomes under $70,000.

AHP believed providing on-site care would be "good business" in that it would "alleviate stress for working mothers and fathers." The center is open during all working hours, allowing parents to visit their children during lunch or reach them quickly in an emergency. Summer camp programs for school-age children and teens also are offered.

In 1996, American Home Products also began providing employees and their families with an employee assistance program, which includes dependent care resource and referrals.

Arnold and Porter
555-12th Street NW
Washington, DC 20004
Mary Ann Lundy, Director of Children's Center
202-942-5437

In July 1995, Arnold and Porter, a major law firm in Washington, DC, opened an on-site child care facility for its 900 employees. Children ages 3 months to 5 years can attend on a full- or part-time basis from 8:00 am until 6:30 pm, Monday through Friday. A highly qualified and trained teaching staff conducts the age-appropriate curriculum.

The Center also provides on-site back-up care for employees who need to work on evenings or weekends, or whose regular child care arrangements have fallen through. This service is available 7 days a week for children up through age 12. In the first 6 months of operation, 87 families used it. Approximately 15 of the Center's 55 slots are reserved for back-up care. Arnold and Porter relied on an employee survey and on the recommendations of an employee child care committee to develop its child care programs. The survey showed that, while most employees were satisfied with their on-going child care, when those arrangements fell through, there was no safety net and employees were likely to miss work. A back-up care program seemed the perfect solution.

Cold Spring Harbor Laboratory
One Bungtown Road
Cold Spring Harbor, NY 11724
Cheryl Sinclair, Human Resources Director
516-367-8499

In 1995, Cold Spring Harbor Laboratory, a non-profit research organization with approximately 600 employees, began plans for an on-site child care center. The impetus behind the center was to create and maintain a sense of "family centeredness," which the laboratory continually strives to support. Workers (47 percent of whom are women and many of whom are young) had expressed a preference for on-site child care, citing commuting time, the unpredictability of scheduling work on scientific research experiments, and a sense of security and well-being they would feel from having their children nearby.

The center, which opened on July 1, 1997, has the capacity to serve 50 children. In its first year, it already has 44 enrolled, ranging in age from 6 weeks to 5 years. The child care program is structured so that parents can check in on their children and drop by for lunch visits.

Cheryl Sinclair, Human Resources Director, believes the center has created a closer bond among employees, many of whom are scientists from around the world. Workers who use the center -- and those who do not -- have expressed positive feelings about its presence. As one employee stated, "The center has given me a sense of confidence and peace that our children are not only being taken care of, but that they are cared about."

Quad/Graphics
Duplainville Road
Pewaukee, WI 53072
Courtnay Brummer, Communications Department
414-246-2952

Quad/Graphics, an 11,000-employee commercial printing company, offers employees on-site child care 24 hours a day, 7 days a week, as well as state-certified kindergarten and after-school, holiday and summer care programs for school-age children. Recognizing that child care can consume a large portion of an employee's paycheck, Quad/Graphics provides scholarships in the form of reduced daily rates. In 1997, 93 such scholarships were awarded, totaling $139,450 -- more than double the number of recipients and the amount awarded in 1996.

Believing that flexibility is key to happy and productive employees, Quad/Graphics also offers many work schedule options. The company leaves it up to employees and their managers to work out a system that is mutually beneficial. Among the choices are telecommuting, job sharing, flextime, part time and compressed work weeks.

Trout-Blue Chelan, Inc.
P.O. Box 669
Chelan, WA 98816
Phyllis Gleasman, Personnel
509-682-2591

Trout-Blue Chelan, Inc. is an apple packing cooperative in a low-income area of Central Washington State. Of its 300 employees, approximately 200 are women and many are either single parents or have spouses who work. The company recognized that, in order to recruit and retain workers, it would have to begin addressing child care needs. In November 1995, it opened an on-site day care center called Apple-A-Day Kare. The center, which has 4 full-time and 2 part-time employees, offers all-day care as well as before- and after-school programs for 22 children ranging from infants to 9 year olds.

Once the center opened, Trout-Blue experienced a rise in applications for employment. Employees have tended to stay longer, as well. Instead of working a few months for one season, they ask to stay on for summer jobs so they can obtain full-time status and qualify for this benefit. Management recognizes the Center as a "win-win" situation.

BACK-UP CARE

Many companies recognize that child care arrangements are not infallible. When caregivers get sick, or schools close for snow days, their employees may have no choice but to stay home with their children. Some innovative employers are providing safe, reliable last-minute options for workers whose care has fallen through or who need to work late. They find that by providing back-up care centers or in-home back-up care, they can reduce absenteeism and allow employees peace of mind.

Bureau of National Affairs, Inc.
1231-25th Street NW
Room S-100
Washington, DC 20037
Tony Harris
202-452-7562

The Bureau of National Affairs (BNA), a communications company with 1,200 workers, decided to implement a near-site back-up child care program once they realized that employees were missing work because their regular child care systems were falling through. In November 1995, the company contracted with Capital Kids to provide emergency care for 2 month to 10 year olds. BNA pays one half of the cost of the services, which adds up to approximately $8,000 annually. In 1997, this back-up care program served 143 children and was utilized by 30 BNA employees. Up to 3 children were served a day.

DuPont Company
1007 Market Street
Nemours Building 12507-2
Wilmington, DE 19898
Beverly Bove,
Work/Life Coordinator
302-774-7349

In January 1995, DuPont collaborated with the Family and Workplace Connection to launch a pilot back-up/emergency care program known as "Just in Time Care." DuPont decided the service was necessary after a snowy winter in 1994, during which many employees brought their children to work. Management found itself concerned about the safety of the children at work, the safety of children left home alone and the productivity of the stressed parents.

"Just in Time Care," available at specific DuPont sites, allows employees to call a toll-free number for in-home dependent care, drop-in child and elder center care, work-site or near-site school holiday, snow day and sick care. In 1997, the program saved approximately 1,480 employee days. A survey revealed that approximately 80 percent of the employees would have missed work without this service. In 1997, DuPont expanded its back-up emergency care to include "end of summer camp" for the one week between the end of regular summer camps and the beginning of school.

As a continuing response to work/life surveys, DuPont initiated a dependent care travel reimbursement policy, which reimburses employees on overnight business travel for the incremental cost to care for children under age 18 or physically or mentally impaired family members. There is clearly demand for the program. In 1997, it was used roughly 900 times.

Kaiser Permanente
2500 South Havana Street
Aurora, CO 80014
Cheryl Mooney, Director
"Second String" Child Care
303-338-3799

In April 1995, Kaiser Permanente opened a "Second String" emergency back-up child care facility to serve the 7,500 employees in its Aurora, Colorado office when their permanent child care arrangements fail, school is closed, or their children are mildly ill. Hundreds of children have used the facility, enabling parents to come to work who may not otherwise be able to find alternative arrangements on short notice. The back-up care benefits Kaiser by reducing the stress associated with failed child care and the loss of work and productive time it creates. The program has been so successful that Kaiser is considering expanding it to other locations.

Kaiser Permanente also has enhanced its Employee Assistance Program by contracting with Work Options to offer child care resource and referral information and elder care services. This valuable tool helps workers explore the child care options available in their community and chose the one that best fits their family's needs.

Morrison and Foerster, LLP
345 California Street
San Francisco, CA 94101
Kathleen Dykstra, Senior Human Resource Manager
415-268-7401

Following the success of its participation in a pilot in-home back-up care consortium (see Bay Area Emergency Care Consortium under COLLABORATIONS), Morrison and Foerster established its own in-home emergency care program administered through Caregivers on Call. The program, which originally served the law firm's San Francisco and Los Angeles employees, has since been expanded to its Orange County office.

In Los Angeles, Morrison and Foerster employees have their choice of back-up care programs. They can use Caregivers on Call's in-home care or bring their children to a Children First back-up care center near the office. The firm's management group thought workers might want to have their child nearby where they could have lunch and commute together. Morrison and Foerster also provides adoption leave as a 4-week paid benefit.

SCHOOL-AGE CARE

The summer months, as well as school holidays and snow days, are a particular concern for working families with school-age children. They often bring turmoil as parents struggle to patch together quality care arrangements. Realizing this, many employers are offering summer and holiday arrangements.

Computer Associates International
One Computer Associates Plaza
Islandia, NY 11788-8000
Elissa Livecchi, Public Relations
516-342-2496

In June 1994, Computer Associates International, a 2,000-person computer software business, opened a summer day camp that accommodates 100 employees' children between the ages of 4 and 15. Based at the Corporate Headquarters Fitness Center, the camp offers basketball, racquetball, aerobics, tennis, softball and track, as well as cutting-edge computer training.

The company also operates 4 full-day/full-year child development centers in the U.S. The centers offer infant and toddler care as well as pre-school and kindergarten. They are staffed by qualified, experienced teachers and registered nurses. The educational philosophy followed throughout the centers is based on the Montessori model, which stresses the search for both intellectual skills and preparation for life. In 1997, 210 children were served at the centers. All child development fees are set on a sliding scale based upon the employee's salary. The fees include breakfast, lunch, snacks and dinner if the employee needs to work late. There is a 20 percent discount on the fee for each additional child if employees have more than one child enrolled.

Texas Instruments Incorporated
7839 Churchill Way
M/S 3993
Dallas, TX 75251
Betty K. Purkey, Manager,
Work/Life Programs
972-917-7038

Texas Instruments Incorporated (TI) is a global semiconducter company with 44,000 employees worldwide. Beginning in April 1994, the company launched pilot telecommuting projects; initiated on-site parent education and elder care seminars; and opened a full summer kid's camp at its Dallas site. In addition, TI developed a training program -- designed for a mixed audience of managers and employees -- to foster understanding of why flexibility is important to TI's business success. More than 500 employees have participated.

Since TI joined the Honor Roll, it has expanded the Dallas summer camp to allow for greater participation. Last year it had 50 slots, which were used by 70 or 80 families at different times. Beginning this year, it added a Spring Break Camp, and is considering the possibility of a Christmas Break Camp as well.

TI also has initiated a mildly-ill child care program which subsidizes 75 percent of the cost of care for a sick child. It provides the services of home health care workers contracted through Dallas' Harris Home Health Services.

Yakima Valley Memorial Hospital
2811 Treton Drive
Yakima, WA 98902
Peggy Urlacher, Child Care Director
509-575-8288

In the 1995, Yakima Valley Memorial Hospital, which has 1,200 employees (approximately three-quarters of whom are women), responded to the needs of its employees by opening a summer and holiday camp for 40 school-age children. The Hospital also provides on-site child care for 48 children per day from one month to 7 years of age, and cares for 6 and 7 year olds before and after school. Overall, Yakima Valley Memorial Hospital's child care programs serve more than 100 families. In addition, the Hospital reaches out to the community to help train other child care providers and explore child care options with other businesses.

SICK CHILD CARE

More employers are recognizing the value of providing workers with options for caring for sick children. Sick child care programs -- whether center- or home-based -- can reduce absenteeism, relieve stress and allow employees to concentrate better on work.

City of Mesa, Arizona
P.O. Box 1466
Mesa, AZ 85201
Jody Topping, Employee Benefits Supervisor
602-644-3009

In July 1995, the City of Mesa, Arizona, which employs 3,276 people, contracted with a private child care service to offer in-home sick child care services to all full-time workers. Caregivers are fingerprinted, bonded and screened, and must complete 42 hours of training, including child development, CPR, first aid, health assessment, arts and crafts and communication skills before they can be referred. The City subsidizes $12.00 per hour up to 10 hours per day for up to 5 days of care per fiscal year. Employees who use the service must pay $2.00 per hour plus a small transportation fee and an extra $5.00 per day per additional ill child receiving care. Employees thus have the choice of using the service or taking sick leave to care for their ill children.

The program allows parents of mildly ill children to stay at work and preserve their accrued sick leave. When it was first implemented, some employees feared that they would lose some of their leave if they used the sick child care. Over the years this program has been in place, this fear has been alleviated.

Program utilization has not been high, but the cost has been half of what would have resulted from employees taking time off to care for mildly ill children. When the provider raised its fees by 2 dollars an hour this year, the city absorbed the increase rather than pass it on to employees.

The City of Mesa also offers several other dependent care programs, including discounts of 10 percent or more at local day care centers, a child care resource and referral service and an elder care resource and referral service. Both resource and referral services are fully subsidized by the City.

City of Seattle, Washington
710 Second Avenue
Dexter Horton Building,
12th floor
Seattle, WA 98104-1293
Michele Thurman, Benefits
Supervisor
206-684-7950

In November 1995, as its Honor Roll program, the City of Seattle initiated a Pediatric Home Care (PHC) benefit for its employees and their families. PHC sends a Certified Nursing Assistant to an employee's home to care for a sick child so the parent can report to work. The City covers employees for up to $300 per year for this service, which is available 24 hours a day, 7 days a week. PHC, which always has a Registered Nurse available by telephone, also cares for newborns. The City has seen reduced use of sick leave and better attendance by parents with young children.

NON-STANDARD HOURS CARE

For parents whose hours are irregular or extend beyond the standard work day, locating and paying for quality child care can be a particularly trying experience. In many communities, there are few child care options for non-standard hour workers. Some employers are developing programs to fill this critical gap in care.

Palcare
International Association of
Machinists and Aerospace
Workers
945 California Drive
Burlingame, CA 94010
Nirmala Dillman, Director
650-340-1289

Palcare is an innovative non-profit child care program created to meet a pressing demand in the child care system of the San Francisco Bay area: the lack of quality, affordable child care for families with non-traditional and changing work schedules. It was created in direct response to the particular needs of airport employees, whose jobs span 7 days a week, 24 hours a day. These working parents reported experiencing great stress due to their inability to find child care to match their changing and extended hours. A partnership of Airport labor unions, the San Francisco International Airport, United Airlines, County government, a local hospital and the Child Care Coordinating Council formed to work on a solution. They conducted 2

surveys of airport-related and hospital employees to determine the real needs for child care. As a result of the findings, and after years of collaborative effort, they created Palcare, a national model of flexible, high quality affordable, day-and-night child care. The center is licensed to serve 150 children at any one time from the ages of 3 months to 5 years. Families with changing work schedules can submit a new child care schedule every month that fits their work hours, 7 days a week. Thanks to the support of the San Francisco Airport Commission, employers and community, Palcare has been able to continue flexibility, maintain lower than market child care rates and offer a small scholarship program for low-income families.

Palcare's pledge for the Honor Roll was to expand its scholarship program by at least 10 low-income working families by expanding its scholarship program. In July 1996, through the help of United Way of the Bay Area and the fundraising efforts of the Palcare board and families, its goal was met and exceeded. Sixteen new scholarships were awarded to low-income single mothers with young children.

Recently, Palcare was awarded a contract by the State of California to provide subsidized care for 12 more infants and toddlers of low-income families who need extended hours and flexible care. An expansion is planned into the second floor of the building to offer school-age child care and other family services. The San Francisco International Airport, San Mateo County and Palcare's other founding partners, the Airport Labor Coalition, the San Mateo Labor Council, Mills Peninsula Health Services and the Child Care Coordinating Council of San Mateo County have renewed their commitment to the Center for another five years. Palcare hopes to encourage other employers to join the Palcare partnership and to stimulate labor/management and public/private partnerships throughout the country.

PAID FAMILY LEAVE

The Family and Medical Leave Act, the first bill President Clinton signed into law, has helped millions of Americans take time off to care for a newborn or a sick family member without putting their jobs in jeopardy. The President hopes to expand family leave to include such activities as teacher conferences and children's medical appointments. Many employers have established policies that allow leave for a wide range of family needs. Some go a step further -- offering family leave with pay -- and believe they are reaping benefits such as reduced absenteeism and increased productivity and "good will."

City of Kansas City, MO
City Hall
414 East 12th Street
Kansas, City, MO 64106
Gary O'Bannon, Director, Labor & Employee Relations
816-274-1828

In November 1995, as its Honor Roll program, the City of Kansas City, Missouri established the Educational Leave Initiative, allowing its 4,600 employees 4 hours of paid leave to participate in such programs as elementary school graduation ceremonies, field trips, guest speakers, "Take Your Daughters to School" Day and parent-teacher conferences. The City employees have been extremely appreciative of the program and the City has noticed an improvement in morale. Since employees request the leave ahead of time, it has not been disruptive to the workplace.

In October 1997, the City increased the leave allowance from 4 to 8 hours. Participation has increased steadily -- in the year beginning in May of 1995, 22 people participated for a total of 67 hours. The next year, 182 employees participated for 472.5 hours. From May 1997 through March 1998, 426 employees participated for 1,343.5 hours.

Immunex Corporation
51 University Street
Seattle, WA 98101
Beth L. Fortmueller, Benefits Administrator
206-587-0430

Immunex Corporation is a biopharmaceutical firm with nearly 1,000 workers. The company allows considerable flexibility of work hours as part of an effort to value employees and treat them as professionals. In 1995, Immunex began offering employees a wider array of programs to help them balance work and family needs including: 5 days paid paternity leave; 6 weeks paid adoption leave to the primary caregiver of a newly adopted child; 5 days paid adoption leave to the non-primary caregiver of a newly adopted child; and on-site nursing rooms at 3 company locations.

The company has adopted flexible scheduling/alternative schedules, such as 4/40 (compressing 40 hours of work into 4 work days) and 9/80 (compressing 80 hours of work into 9 work days) schedules for employees where business needs could support such alternatives. In addition to standard health and welfare plans, the company allows employees to fund individual flexible spending accounts on a pre-tax basis up to $5,000 per year for child care and medical costs.

According to Benefits Administrator Beth Fortmueller, "We don't want anything to stand in the way of us finding and keeping the best employees in the world."

Teubner & Associates
PO Box 1994
Stillwater, OK 74076
Stefanie Gutermann,
Administrative Assistant
405-624-8000 x 231

Teubner & Associates, a software development company with approximately 70 workers, allows employees time off with pay if a family member needs care at home, to go to a medical appointment or to be hospitalized. The company estimates that 90 percent of employees make use of the benefit. Many mothers and fathers benefited last winter, when a large number of children were sick with the flu or strep throat. The company also allows employees to take time off to attend their children's school programs and teacher conferences. Paid leave for family illnesses or school activities is <u>not</u> charged against sick leave or vacation time. It is simply additional paid time off.

Teubner, which already has a paid maternity leave policy, also has begun allowing new fathers 3 to 5 paid days off for the birth of a child. Should medical complications arise, fathers are given extra time off with pay.

RESOURCE AND REFERRALS

Resource and referral services provide valuable information to families at a cost many companies can afford. Employers contract with private agencies that help workers navigate the range of child care options and determine what is best for them.

Virginia Mason Medical Center
P.O. Box 900, X9-CC
Seattle, WA 98111
Melinda Wells, Manager, Work/Life Programs
206-583-6452

In January of 1996, Virginia Mason Medical Center (VMMC) enhanced its employee benefits package by offering child/family and adult/elder resource and referral services. This 24-hour-a-day, 7-day-a-week service, provided by Working Solutions, Inc., is accessible by phone to the 4,000+ employees at all VMMC's sites as well as to their family members.

For the past 24 years, Virginia Mason Children's Service has offered its employees on-site child care, which currently serves 70 children (from infants through pre-kindergarten-age children) per day. It also provides Tender Loving Care (TLC) sick child care for children whose parents work at Virginia Mason and hundreds of Seattle-area businesses. Virginia Mason subsidizes the service for its own employees.

Virginia Mason offers "short stop" hourly drop-in child care as a free service for patients and their families while visiting the Medical Center. It provides emergency/back-up/intermittent child care for employees. In 1996, the Medical Center piloted a School-Age Holiday Camp for employees' children age 4 through 10, which it made permanent in 1997.

CHILD CARE DISCOUNTS/REIMBURSEMENT

Many families believe that quality child care is out of their reach. Employers are responding to this concern with assistance ranging from discounts at centers to reimbursement for child care during travel.

All Metro Health Care/ Caregivers on Call
50 Broadway
Lynbrook, NY 11563
Marsha Cooper, Managing Director, Caregivers on Call
919-824-1845 in NC
516-887-1200 in NY

All Metro Health Care, a growing national health care agency, offers an array of child care services to its 150 in-house staff, as well as for its 1,400 aides and nurses in the field. All employees can receive a subsidy of 30 hours of free in-home back-up care. Employees can bring their children to work in the company's Maryland, New York, Suffolk County and New Jersey offices. In addition, the in-house staff is given 4 hours of leave a year to attend special child-related activities.

About 20 percent of All Metro's in-house staff have taken advantage of the free in-home care and use is increasing among the company's aides and nurses in the field. The company believes that providers who work day-in and day-out to help other families in crisis deserve the same relief when their own children need care.

Johnson & Johnson
One Johnson & Johnson Plaza
New Brunswick, NJ 08933
Chris Kjeldsen
Vice President for Community and Workplace Programs
732-524-3030

As its Honor Roll program, Johnson & Johnson, a comprehensive health care company, contracted with three national child care companies to give its 34,000 domestic employees a 10 percent discount at affiliated centers nationwide. The company also started a pilot program at its New Brunswick, New Jersey location by establishing a network of 2 licensed family day care providers. Johnson & Johnson subsidizes these providers' fees on a sliding scale based on family income.

Johnson & Johnson already operates very successful on-site child care programs for employees at its world-wide headquarters and 3 other sites in New Jersey and Pennsylvania, which serve children 6 weeks of age to 6 years old, and are subsidized through sliding-scale fees. Johnson & Johnson plans to open 2 more on-site facilities in New Jersey this spring. This will raise its capacity to serve 950 children. Its first on-site facilities were established as the result of a needs survey the company undertook in 1988.

Lake Associates, Inc.
18 Thatcher Street
Albany, NY 12207
Diane Lustenader, President
518-732-0526

Lake Associates, Inc. is a very small Chicago firm, employing 6 part-time workers, 5 of whom are women. The employees all work from home, except when they are meeting with clients or participating in training. In May 1994, the company began paying its employees a $2.50 an hour "bonus" premium to help defray the costs of child care for these business-related purposes.

The benefit was established after Lake Associates, Inc.'s first employee raised the issue of child care with President Diane Lustenader. Together, they developed the bonus premium, which now applies to all employees. Ms. Lustenader, who spends less than $1,000 a year total on the bonus premium, believes it is an excellent way to motivate her employees. She has retained her Chicago workforce even after she moved to Albany, New York for family reasons.

Mirage Resorts, Inc.
3400 Las Vegas Boulevard South
Las Vegas, NV 98109
Jennifer Wynn,
Employee Services Manager
702-791-7507

Mirage Resorts, Inc., a gaming and entertainment corporation based in Nevada, has implemented several programs to help its over 25,500 employees deal with important family/work life issues including child care. Among the family-friendly programs offered are the addition of a pre-tax child care savings plan to the company benefits package, employee discounts ranging from free registration up to 15 percent off weekly tuition at local day care centers and useful information on how to choose a day care provider.

The employees have responded positively. "I was so pleased to find the child care information offered by the Mirage (a Mirage Resorts, Inc. Resort property). Using the child care discount program, my husband and I we were able to save over $1,000 in day care expenses in 1997," reported Jennifer Johnson, a secretary in their Engineering Department and the mother of 2 pre-school aged children. Jennifer Wynn, Mirage Employee Services and Communications Manager says, "Sooner or later everyone deals with work-family related issues. We recognize the importance of helping our employees to balance their work lives with their home lives. Helping to provide them with solutions to child care and education issues is just a small part of what we do."

Resort Condominiums International LLC (RCI)
3502 Woodview Trace
Indianapolis, IN 46201
Katie Marlowe
Company Relations Specialist
317-334-8159

In June 1997, Resort Condominiums International LLC opened a near-site child care center for its more than 1,400 employees in the Indianapolis area. Operated by La Petite Academy, the Center is located within minutes of company headquarters and is open from 6:30 am to 6:00 pm, Monday through Friday. It serves more than 125 children ages 6 weeks to 6 years. RCI contributed the land for the center, financed its construction, and charges its employees 25-40 percent below market rate for care. The company also provides before- and after-school care, summer care and, in some cases, transportation to and from school. RCI offers employees in its U.S. operations a dependent care spending account.

Resource Bancshares Mortgage Group, Inc.
7909 Parklane Road, Suite 150
Columbia, SC 29223
John Hedden, Employee Relations Manager
803-741-3556

Resource Bancshares Mortgage Group, Inc., which employs 1,500 people across the U.S., has opened a nursing mothers' room at its Headquarters office, initiated a child care resource and referral program and begun offering paid adoption and paternity leave (in addition to the paid maternity leave it already provides). Paid maternity leave falls under the company's short term disability policy, and varies from 100 percent to 60 percent of base pay, depending on length of service. Maternity leaves requiring longer than 12 weeks fall under the long term disability, and are 60 percent of base pay.

The company also has a child care "matching program" available to all employees nationwide. This matching program reimburses employees up to $40 per week for child care costs. Currently 180 employees are participating in this service. A pre-tax reimbursement program also allows employees to pay their child care expenses with pre-tax dollars.

Salt River Project
P.O. Box 52025
Phoenix, AZ 85072-2025
Kathy Haake, Manager, Human Resources
602-236-3570

Salt River Project (SRP) is a public electric and water utility based in Tempe, Arizona with 4,300 employees. Beginning in April 1995, SRP contracted with Summa Associates, Inc., a local consulting firm specializing in work and family issues, to design and facilitate workshops that addressed questions about child self-care including latch-key arrangements. A lecture series on parenting issues is also available to employees. The utility also implemented an adoption assistance program "because employees who choose parenthood through adoption should receive benefits comparable to individuals who have children biologically." The program provides eligible employees with financial assistance for adoption-related expenses and includes additional benefits for the adoption of a "special needs" child. Employees are eligible for a maximum of $2,000 for a standard adoption and $4,000 for the adoption of a "special needs" child.

Since the launch of this program, changes in federal tax law making the adoption assistance benefit non-taxable has enabled SRP employees to meet more of the costs involved in adoption. Kathy Haake, Human Resources Manager, said, "while utilization may not be high, the fact that it was offered was well received. We practice the philosophy that when we identify a space to fill in, we fill it." This philosophy also has also led to the continual expansion of work-family programs at

SRP, including an increase in the use of telecommuting, back-up child care, close-to-home child care, sick child care, school-age programs on conflict resolution and diversity, long-term care insurance and additional resource and referrals for elder care.

ASSISTANCE FOR STUDENTS/TRAINEES/LOW-INCOME WORKERS

Low-income workers and students/trainees are among the most likely parents to miss work or classes because of child care problems. Hospitals, training programs and local governments are among those developing creative ways to help these parents keep their jobs -- or stay in school -- so they can support their families.

City and County of Honolulu
Dept. of Community and Social Resources
City and County of Honolulu
715 South King Street, Suite 311
Honolulu, HI 96813
Sandra Pak, Child Care Coordinator
Office of Special Projects
808-527-6939

Within the last two years, the City and County of Honolulu has established 10 neighborhood child care programs at county park facilities and surrounding park space. Through the innovative use of existing county personnel and facilities, and by partnering with Head Start and various community organizations, the County has been able to offer these new child care services at affordable or free rates.

This Child Care in the Parks program is designed to provide the early education children need for optimal brain development as well as the child care and family support services parents need to become economically self sufficient. The program gives parents the opportunity to volunteer in the classroom and participate on policy councils. Parents are also given preference for Head Start jobs. At full capacity, the Child Care in the Parks program will serve 359 children and families. At 6 of the programs, at least half of all the children are from economically disadvantaged families.

Computer and Business Institute
2122 Tenbrook Road
Arnold, MO 63010
Jerry Finley, Director
314-282-6060

The Computer and Business Institute is a computer training center for people entering or re-entering the workforce. It has 3 full-time workers, 6 to 7 part-time workers and approximately 50 students. In January 1995, as its Honor Roll program, the Institute began offering flextime for staff and students to meet their family and personal needs. The results have been "tremendous," particularly for students. Under the old system, many students with family responsibilities were missing too many classes and ultimately dropping out. Now, they can

complete their class work in any 6 hours between 8 am and 4 pm. If a student needs to leave early to care for a sick child, she just makes up that time over the course of the next calendar month.

Jerry Finley, the Institute's director, said the flextime was very easy to implement. He and his wife (and co-owner of the business) believe establishing this type of program would be "ideal for similar small business owners."

Lutheran Medical Center
150-55th Street
Brooklyn, NY 11220
Mary Teresa McKenna
(718) 630-7155

The Lutheran Medical Center has opened the Magical Years Early Childhood Center, an off-site program targeted at low-income workers and community members. Magical Years, located five blocks from the Medical Center in a poor community with a significant need for day care, can accommodate 40 children from infancy to age 3. The child to teacher ratio is 3 to 1 for infants (to 6 months) and 4 to 1 for children between the ages of 1 and 3. All enrolled families must meet eligibility requirements, as set by New York City's Agency for Child Development, and pay weekly fees on a sliding scale according to family income guidelines as well as priority reasons for care.

The young children at Magical Years participate in developmentally-appropriate activities designed to foster physical, social, emotional and cognitive growth. Many are children with special needs who receive services from the Medical Center's Early Intervention Program immediately adjacent to Magical Years. Parents who are identified during the intake process as needing literacy classes are enrolled immediately in an appropriate ESOL (English for Speakers of Other Languages) or Basic Education program also sponsored by the Medical Center.

CHILDREN IN THE WORKPLACE

Smaller companies are exploring manageable options for meeting the needs of their employees. One that several have found particularly effective is allowing children at work. They have found it builds loyalty and trust and helps them retain valued workers.

Legacy Personnel Group, Inc.
One East Broward Boulevard,
Suite 609
Fort Lauderdale, FL 33301
Valerie Talcott, President
954-523-9338

Legacy Personnel Group, Inc. is a personnel agency with 10 people on its permanent payroll and more than 150 temporary workers. As its Honor Roll program, the company not only instituted a flextime policy, but also began permitting new mothers to bring their babies to work for up to 6 months and set up facilities for the babies at the workplace. They have since expanded their services to include sick child care and "flexiplace."

Legacy president Valerie Talcott has found these programs to be very popular, with about a third of employees taking advantage in some way. She also believes they have built trust and loyalty and improved employee retention without any major cost.

T3 (The Think Tank)
1806 Rio Grande
Austin, TX 78701
Gay Warren Gaddis, President
512-499-8811

In April 1995, this 41-person, woman-owned advertising, marketing and public relations firm launched "T3 and Under," a program allowing parents to bring their children to work. The office is arranged so that a parent can work effectively while the child remains close by. While the program initially was intended for working mothers, it has come to include fathers as well. Since T3 joined the Honor Roll, the number of mothers who have participated has increased from 4 to 7, and 2 fathers now occasionally bring their infants to work.

T3's President, Gay Warren Gaddis, decided to initiate the program after realizing that 4 of her employees were preparing for maternity leave around the same time. Concerned that she was going to lose these valuable workers and understanding the needs of the new mothers, Ms. Gaddis wanted to provide a more gentle transition back to work.

One mother, Vicki Buck, commented that she would not have returned from maternity leave without "T3 and Under." "I wanted to come back to work, but I wanted to be with my child. The fact that Gay promised me the opportunity to do both answered my needs. I was also glad that the employees at T3 were excited and receptive to the program. This has been a blessing to me and my family." Ms. Gaddis has shared "T3 and Under" program information with working parents and businesses around the world.

COLLABORATIONS

This report concludes with a section on collaborations, through which some of the most promising child care innovations have taken place. Employers have found they can offer workers better services at a lower cost by pooling ideas and resources than they ever could alone. This is not just an option for major corporations. As is clear from the diverse descriptions below, large businesses, small businesses, unions, community groups, non-profit organizations and governments -- and their workers -- can all benefit from such arrangements.

1199/Employer Child Care Fund
330 West 42nd Street, 32nd Floor
New York, NY 10036
Carol Joyner, Executive Director
212-564-2220

The 1199/Employer Child Care Fund is an innovative multi-employer/union partnership to improve the quality and availability of child care for thousands of Health and Human Services employees. In 1992, the 1199 National Health and Human Services Employees Union, AFL-CIO and 17 health care employers in New York State joined forces to address worker child care concerns. Labor-management committees at each participating health care facility assess the child care needs of the facility, recommend programs and policies to the Child Care Fund and select child care programs from a menu of offerings for use by 1199 parents, their children and the broader community. The Child Care Fund is financed by employer contributions and is used to pay for the full or partial cost of each program offered. There are currently 184 employers contributing to the fund.

The Child Care Fund serves children from birth to 17 years of age and has grown from an initial participation of 250 children to more than 6500 children currently. The range of programs offered by the Child Care Fund include: child care resource and referral; a full-day child care center for children 2 to 5 years of age; a full-day Saturday cultural arts program for children 5 to 17 years of age; holiday and summer camp programs; and a college- and career-preparatory program for

children 14 to 17 years of age. The Fund reimburses 1199 members for the full or partial cost of their child care through its voucher system.

American Business Collaboration for Quality Dependent Care (ABC)
Wanger Associates
40 Burdean Road
Newton, MA 02159
Barry Wanger, President
617-965-6469

In October of 1995, a collaboration of major corporations launched a $100 million initiative to develop and strengthen child care and elder care projects in communities across the country where their employees live and work. The 22 lead or "Champion" companies expect to fund more than 1,000 projects over 6 years, ranging from training for day care providers to science/technology camps for school-age children to a money management program for senior citizens.

At an October 31, 1995 event celebrating ABC's launch -- and its participation in the Honor Roll -- James J. Schiro, CEO, Price Waterhouse spoke of the clear payoff from investments in dependent care to businesses and society. "These results make me wonder .... why isn't every company in this country supporting programs like this?"

Two and one-half years later, ABC has expanded to include some 200 businesses, government agencies and non-profit organizations. Since 1992, ABC has invested nearly $100 million in 68 communities in 25 states and the District of Columbia. It has supported 355 dependent care projects used by more than 277,000 people.

Atlanta's Inn for Children
120 Renaissance Parkway
Atlanta, GA 30308
Nancy Boxill or Stacey French-Lee/Atlanta's Inn for Children
404-874-9535

Atlanta's Inn for Children shows how an industry can come together, citywide, to address child care needs. In July of 1997, a collaboration of downtown hospitality employers opened Atlanta's Inn for Children to meet the special needs of 1,000 hourly-wage employees of Atlanta's service industry. This 24-hour-a-day, 7-day-a-week child care center accommodates 250 children, and is a joint venture of Central Atlanta Hospitality Child Care Inc., a nonprofit organization created by the Marriott Marquis and Marriott Suites Midtown, the Omni, the Hyatt Regency Atlanta and the Atlanta Hilton.

Atlanta's Inn for Children provides infant and toddler care and before- and after-school programs with sliding scale fees, based on family income and size. The center also offers immunizations, well-baby checks and a child development certification program for child care providers.

In addition, Atlanta's Inn for Children is open to the general public.

Bay Area Emergency Care Consortium
c/o Farella, Braun & Martel LLP
235 Montgomery Street
San Francisco, CA 94104
Kathryn Oliver, Esq.
415-954-4400

In February 1995, the Bay Area Emergency Care Consortium -- a group of 7 companies consisting mainly of law and accounting firms whose employees work billable hours -- launched a program providing emergency in-home child care and elder care to approximately 2,000 of their employees. The service, which was either fully or partially subsidized by the employers, was available 24 hours a day, year-round, when employees' usual child or elder care arrangements fell through or were not available when they had to fulfill a work assignment. Employees simply called an "800" number, explained their needs, and within 4 hours, qualified, pre-screened caregivers were dispatched to their homes. The program served healthy or mildly-ill infants, school-age children and elders in 6 Bay Area counties, and was administered by Caregivers on Call. At least 4 of the original participating companies -- Farella, Braun and Martel; Scitor Corporation; KPMG Peat Marwick; and Morrison and Foerster -- continue receiving back-up emergency care through Caregivers on Call.

First Texas Council of Camp Fire
2700 Meacham Boulevard
Fort Worth, TX 76137
Sue Matkin, Assistant Executive Director
817-831-2111

First Texas Council of Camp Fire brought together 3 key community leaders who, in turn, hosted a meeting of several of the larger companies in Fort Worth and Tarrant County to inform them of the need for quality, affordable child care for employees. The employers responded by forming a coalition of CEOs, "Corporate Champions for Children," which provides funding to address the child care needs of employees. Benefits to corporate employees include resource and referral services, mildly-ill back-up care and on-site holiday and inter-session school-age care. The coalition helps centers and family child care homes -- through training and occasional financial assistance -- in upgrading their facilities and services to meet the standards for accreditation.

While the focus of the "Corporate Champions" coalition is on providing child care for its own employees, everyone in the community benefits from these improved child care programs. Since the launch of the initiative, the number of CEOs participating has increased from 10 to 17. Through a $50,000 grant from the Texas Work & Family Clearinghouse, a program of the state of Texas' Workforce Commission, this model is being replicated in other Texas cities.

Local 2/Hospitality Industry Child Care and Elder Care Fund
204 Golden Gate Avenue
San Francisco, CA 94102
Lisa Jaicks, Child and Elder Care Coordinator
415-864-8770 x720

The Hotel Employees and Restaurant Employees (HERE) Local 2 is a labor union which represents hotel and restaurant employees in unionized San Francisco hotels. The workers are room cleaners, cooks, bartenders, waiters, bell people and food service workers who work a variety of daytime, evening or nighttime shifts, 7 days a week. As a result, child and elder care services are often not available at needed times.

In August 1994, HERE Local 2 negotiated a child and elder care fund with the San Francisco Hotels Multi-Employer Group as well as the rest of the San Francisco Class A union hotels. The hotels contribute $0.15 for every hour worked by eligible members. Close to 7,000 workers are eligible for the fund, which provides a range of benefits including child and elder care resource and referral services and partial reimbursement for newborn, child, youth and elder care services. In October 1997, there were over 550 members enrolled in the subsidy program.

Project Parent, Lexington/ Fayette Urban County Government, Office of the Mayor
200 East Main Street
Lexington, KY 40507
Earlene Huckleberry, Project Parent Director
606-258-3808

Mayor Pam Miller launched Project Parent in January 1995 to promote a safer community, stronger families and more successful children. To date, more than 350 businesses, churches and other religious institutions, social service agencies and schools have joined the effort by pledging to adopt and uphold policies and practices to support and encourage effective parenting. As their pledges, area businesses have made changes in wages, benefits, hours of work and ways of working and have added counseling and other family support services. Business representatives also have joined community councils establishing academic standards. According to Project Parent Director Earlene Huckleberry, the program continues to thrive and grow.

Ms. Huckleberry reported that the Lexington Herald Leader is one of 10 downtown businesses that sponsor child care slots for their employees at a cooperative day care center in Lexington. In addition, the Lexington Herald Leader provides a massage therapist, dry cleaning services and parenting workshops to help relieve stress among working parents and other employees.

UAW-GM Center for Human Resources
4358 Richfield Road
Flint, MI 48506
Karen Eaton, Director
810-736-0211

The UAW-GM Child Development Center in Flint, Michigan, is a joint labor/management initiative, which serves 14 plants and is licensed for 240 children. The Center, established in 1992, accommodates 190 children at any one time and offers a wide range of programs. Twenty-four hours a day, 6 days a week, it provides full-day care for children from infancy through age 13. On school days after classes end, children from 26 local elementary schools are transported to the child development center and/or sports activities, clubs, the library and field trips.

The center has much lower staff to child ratios than the state requires and center staff receive benefits such as tuition reimbursement for their own education and a 401K plan. Turnover is extremely low. A parent advisory committee has been reviewing policies and issues since the center opened and parent satisfaction surveys are conducted every year. One parent who uses the Center said, "I was leery at first about putting my 3 children into the center, but once I did it, all my worries are gone--I can actually go to work with peace of mind--what a big weight off my shoulders."

In June 1994, UAW-GM began a Child Development Summer Camp Program. The target population is the school-age children of the approximately 30,000 UAW-represented GM workers at 14 plant facilities in the Flint, Michigan area. UAW-GM also has parenting consultants in 40 plants nationwide, available 24 hours a day to provide child care resource and referral, parenting consultations and on-site workshops on parenting issues.

U.S. DEPARTMENT OF LABOR CONTACT INFORMATION

Region I: Boston
Jacqueline Cooke, RA
J.F.K. Federal Building
Government Center
Room E-270
Boston, MA 02203
Phone: (617) 565-1988
1-800-518-3585
Fax: (617) 565-1986
(Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)

Region II: New York
Mary C. Murphree, RA
201 Varick Street
Room 601
New York, NY 10014-4811
Phone: (212) 337-2389
Fax: (212) 337-2394
(New Jersey, New York, Puerto Rico, Virgin Islands)

Region III: Philadelphia
Cornelia Moore, RA
Gateway Building
Room 2450
3535 Market Street
Phildelphia, PA 19104
Phone: (215) 596-1183
1-800-379-9042
Fax: (215) 596-0753
(Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia)

Region IV: Atlanta
Delores L. Crockett,
Field Coordinator/RA
Atlanta Federal Center,
61 Forsyth Street, SW Suite 7T95
Atlanta, GA 30303
Phone: (404) 562-2336
1-800-672-8356
Fax: (404) 562-2413
(Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee)

Region V: Chicago
Nancy Chen, RA
230 S. Dearborn Street, Room 1022
Chicago, IL 60604
Phone: (312) 353-6985
1-800-648-8183
Fax: (312) 353-6986
(Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin)

Region VI: Dallas
Delores L. Crockett, Acting RA
Federal Building
525 Griffin Street, Suite 735
Dallas, TX 75202
Phone: (214) 767-6985
1-888-887-6794
Fax: (214) 767-5418
(Arkansas, Louisiana, New Mexico, Oklahoma, Texas)

Region VII: Kansas City
Rose Kemp, RA
City Center Square Building
1100 Main Street, Suite 1230
Kansas City, MO 64105
Phone: (816) 426-6108
1-800-252-4706
Fax: (816) 426-6107
(Iowa, Kansas, Missouri, Nebraska)

Region VIII: Denver
Oleta Crain, RA
1801 California Street, Suite 905
Denver, CO 80202-2614
Phone: (303) 844-1286
1-800-299-0886
Fax: (303) 844-1283
(Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming)

Region IX: San Francisco
Barbara Sanford, Acting RA
71 Stevenson Street, Suite 927
San Francisco, CA 94105
Phone: (415) 975-4750
Fax: (415) 975-4753
(Arizona, California, Guam, Hawaii, Nevada)

Region X: Seattle
Karen Furia, RA
1111 Third Avenue, Room 885
Seattle, WA 98101-3211
Phone: (206) 553-1534
Fax: (206) 553-5085
1-888-296-7011
(Alaska, Idaho, Oregon, Washington)

Women's Bureau Clearinghouse
1-800-827-5335

Fair Pay Clearinghouse
1-800-347-3743

Internet Address
http://www.dol.gov/dol/wb/

E-mail Address
wb-wwc@dol.gov

Bureau of Apprenticeship & Training
(BAT) West Virginia Child Care Development Specialist
Apprenticeship System
Dana Daugherty, State Director
U.S. Department of Labor, BAT
1108 Third Avenue, Suite 203
Huntington, WV 25701
Phone: (304) 528-7540

Department of Labor Child Development Center
Marge Maceda, Director
U.S. Department of Labor
200 Constitution Avenue, NW
Room N1453
Washington, DC 20210
Phone: (202) 219-8553